



Board of
Examiners

May 2007

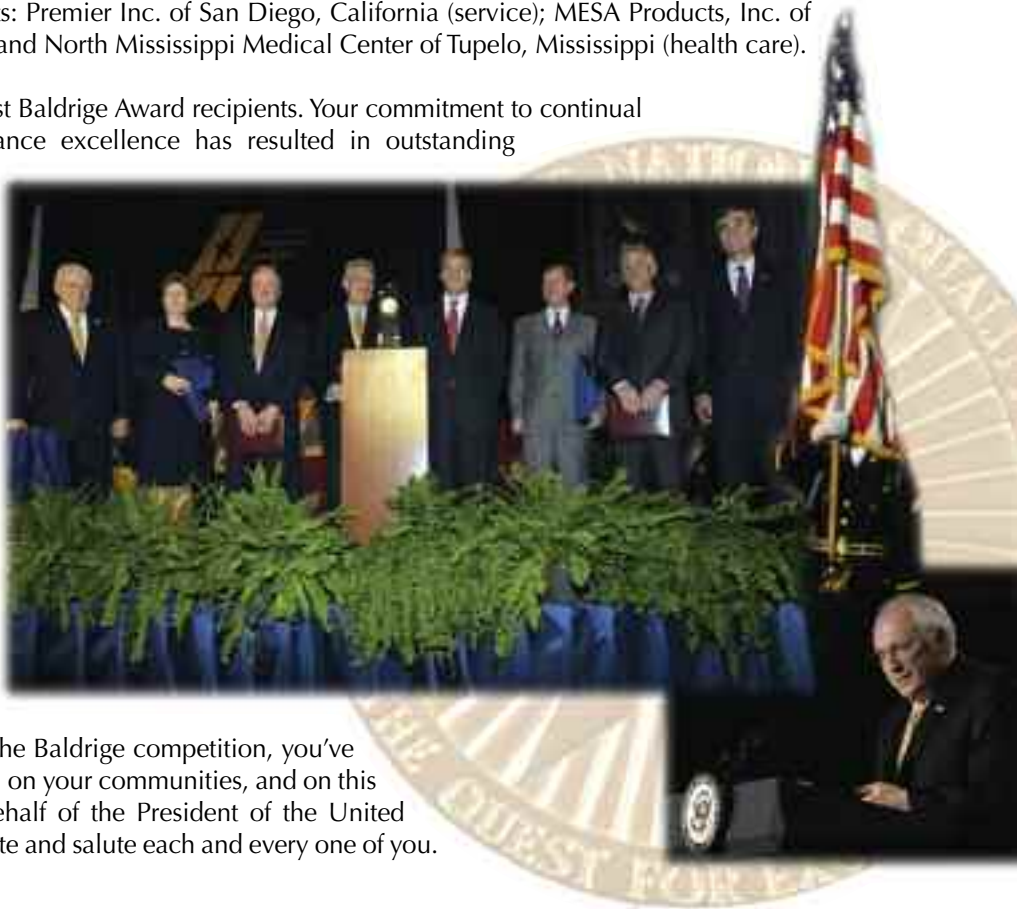
Update

Vice President and Secretary of Commerce Honor 2006 Award Recipients

In a ceremony on March 13, 2007, in the Andrew W. Mellon Auditorium in Washington, D.C., U.S. Vice President Dick Cheney and Secretary of Commerce Carlos Gutierrez honored the 2006 Malcolm Baldrige National Quality Award (MBNQA) recipients: Premier Inc. of San Diego, California (service); MESA Products, Inc. of Tulsa, Oklahoma (small business); and North Mississippi Medical Center of Tupelo, Mississippi (health care).

"Congratulations to the three newest Baldrige Award recipients. Your commitment to continual quality, innovation, and performance excellence has resulted in outstanding accomplishments and results for your organizations," said Gutierrez. "Now, by sharing your successes and good ideas as a Malcolm Baldrige National Quality Award winner, you will be helping other organizations across the nation to also reach the highest standards of excellence."

"The Award you receive today represents far more than a single moment of recognition," said Cheney. "Rather, it represents your own commitment, year in and year out, seeking quality, following a good plan, putting good people in place to get the job done right. By rising to the top of the Baldrige competition, you've reflected great credit on yourselves, on your communities, and on this great country of ours. And, on behalf of the President of the United States, I want to proudly congratulate and salute each and every one of you. Thank you."



Cheney noted that he was proud to call "Mac" Baldrige, the twenty-sixth Secretary of Commerce, a friend. He said Secretary Baldrige was an original member of President Ronald Reagan's administration and "had unlimited confidence in this country and in the American system of free enterprise. [President Reagan's administration] regarded global competition as a challenge not to be feared but to be mastered, and they built a legacy of opportunity and prosperity that has greatly enhanced the wealth of our country and the well being of all our people.

"That vision succeeded because it focused not on the power or perceived wisdom of government planners but on the creative genius of free men and women," Cheney said. "Generations of Americans have lived and worked in freedom, following their dreams, putting their ideas into action, and striving every day to achieve something better. It is only fitting that the American economy, which inspires people everywhere, should also be the source of quality measures recognized throughout the world." Cheney continued, "It has become a tradition here in the United States and in many other countries to mark progress according to the standards of the Malcolm Baldrige Quality Awards. Almost any organization knows that it's likely to perform better, provide a better product or service, be a better place to work, and be a better corporate citizen if it sets Baldrige goals and applies Baldrige principles."

Richard A. Norling, President and Chief Executive Officer of Premier Inc., thanked both the Baldrige family and the Premier staff: "Thank you from the bottom of my heart for the work you do every day, for embodying our values and believing in our audacious goal."

Norling said he was honored to speak on behalf of the nonprofit hospitals and health systems that own the Premier alliance and whose vision was “to create an alliance to improve health care quality while safely reducing costs.” He said, “Today 1,700 not-for-profit hospitals—and the patients they serve—are the beneficiaries of that vision. . . . Together we have achieved billions of dollars in savings—savings that strengthen the ability of hospitals to provide quality care. Together we have identified best practices that reduce birth-related injuries for mothers and newborn babies. Together we have led an initiative that has been a model for ethical business practices and transparency within the health care industry. And together we have partnered with Medicare to test a new health care payment model that rewards high-quality care.”

Norling added, “Today marks a wonderful milestone on our journey. But our ultimate goal is to transform American health care—to make it the safest, most efficient, and effective health care system in the world. It is that goal that pulls us forward. And it is that goal this Award truly celebrates.”

Terry May, President of MESA Products, Inc., remarked that MESA “had the opportunity to make ourselves a better organization by using the Baldrige Criteria. Every person at MESA prepared by learning and working to improve the way we do business. . . . This five-year journey has been one intense learning curve. It’s helped us shape and improve to establish what we call, ‘The MESA Way.’ At MESA, we’ve proven that work can be fun when everyone has the opportunity to contribute and shine in our team-based environment.

“MESA is not a one-man show,” May added. “I owe a huge amount of gratitude to my fellow employees. Everything we’ve built, we’ve built together. Thank you MESA. Another big ‘thanks’ goes to the people who write our paychecks and drive our business: our customers. We love our customers and we are focused on their complete satisfaction. To our suppliers and partners, thank you. By agreeing to our principles and supporting our growth, we’ve been able to enjoy success together.”

May then thanked the Baldrige community: “You helped us to be a better company and made all of us smarter workers.” In addition, he thanked the previous recipients of the Baldrige Award: “You created the roadmap that led us here today. . . . I hope MESA Products can provide that direction for future recipients of the Award.”

Charles D. Stokes, President of North Mississippi Medical Center, said, “Our culture of servant leadership; results-oriented, no-excuse accountability; and ethical behavior has led us to being recognized as an organization committed to clinical excellence. . . . We are truly humbled by the significance of this occasion, and we remind ourselves that quality is a journey, constantly redefined by advances in technology and the expectations of our customers.

“Today,” Stokes said, “due to the commitment of our employees and physicians, we are choosing not to be ordinary. We have created a new standard of performance for our hospital and our community. Mississippi has long been recognized for its poor health status, but today we are striving to be the best and to serve as an example for others to emulate.”

Stokes added that “from its inception, the Malcolm Baldrige Award was implemented to recognize excellence. The basic precepts of listening and learning from others . . . integrating and deploying what we have learned, has never been more important as it is in today’s corporate America. It is our hope that others will embrace the Baldrige Criteria as a responsible way to lead their organizations.”

2006 Board of Examiners—and Their Families—Recognized



On March 13, 2007, the members of the 2006 Board of Examiners were recognized for their strong commitment to the Baldrige National Quality Program (BNQP) and the astonishing amount of work they volunteered to the 2006 Award process. Several speakers honored the Examiners and expressed appreciation for all of their hard work. They included Letitia Baldrige, sister of Malcolm Baldrige, as well as one of the first U.S. women corporate directors, Social Secretary to the White House in John F. Kennedy’s administration, and Chief of Staff for Mrs. Jacqueline Kennedy; David Branch, Chair of the 2006 Panel of Judges and President of Branch-Smith Printing; P. George Benson, Chair of the 2006 Board of Overseers and President of the College of Charleston; Harry Hertz, Director of BNQP; and Jamie Ambrosi, Acting Deputy Director of BNQP.

Update



Ambrosi kicked off the Examiner Recognition Ceremony, which was held in the auditorium of the Department of Commerce in Washington, D.C., by recognizing the Examiners who make the Program work and the Award Ceremony happen.

Letitia Baldrige, who introduced herself as “Mac’s sister,” spoke of her brother’s life and contributions to the business world, her thoughts on manners today, and her all-time favorite party. To the Examiners, she said with emotion, “I want you to know [Malcolm Baldrige] loved you all. After 20 years [of the Program], he would be so proud of you. He worked so hard to make this meaningful. I thank you, and he thanks you.”

Letitia said her brother, who died in a rodeo accident in 1987, loved horses and the ranching life. When Ronald Reagan, the then-President Elect, called to discuss the Secretary of Commerce position, Mac’s wife told Reagan that her husband was out “roping steers.” According to Letitia, because Reagan also loved horses, he decided right there and then that “Mac was his man,” and the two became friends and often rode horses together.

After World War II, Letitia said many of Mac’s college friends took “cushy Wall Street jobs,” but Mac took a job in a manufacturing plant, starting on the line and then becoming Foreman and, eventually, President and Chief Executive Officer (CEO) of the company. When he became the 26th U.S. Secretary of Commerce, Mac often offered his sister advice: “I would feed him a problem [from my own board meetings], and he would say, ‘Yes. Go ahead.’ or ‘No. You’re out of your mind.’ [Mac] had the best advice in the world. He knew business and loved business like no one else did,” she said.

Mac showed Letitia what executive style should be. He wrote a letter to everyone in his company who lost a spouse or to the widow or widower of an employee. He wrote a letter to congratulate employees who completed college courses or received an honor or award. Letitia said, “He showed me the power of the written word because those letters are framed and cherished and influence people.” She added that Mac was instrumental in showing her and others how to be polite in person and in business, which contributed to Letitia being the first person to write a book in the United States on executive manners.

excellence

David Branch next expressed his appreciation, on behalf of the Judges, for the Board of Examiners: "I want to express our appreciation for your hard work and the commitment you have made. Thank you, and come back next year."

Branch added that being an Examiner brings with it lots of learning. An Examiner acquires knowledge that he or she shares with fellow Examiners and the Judges, and, with the sharing, he or she can network and bring learning to his or her home organizations to accelerate their progress. He commended the Examiners for the due diligence they bring to the process and to the Judges.

George Benson, on behalf of the Overseers, expressed his thanks to the Examiners for all they do. Benson said most U.S. organizations are distinctly public or private, and some argue that problems can only be tackled by one or the other; however, the Baldrige model is a public-private partnership, and "I believe that historians will look back to the Baldrige Program as the epitome of a successful partnership, teaching organizations around the world exactly what is performance excellence."

For the Examiners, Benson added, "You should be very proud of all you do. You are literally the heart and soul of the [Baldrige] team. We could not do it without you." Benson said he has felt privileged to be a Judge and is secure and confident about the judgments that have been made, because of the quality of the Examiners' work. He said Examiners also are ambassadors for the Baldrige Program in their own organizations, professional societies, and communities. He added a thank you for the Examiners and also for their families, who Benson said have made so many sacrifices to allow Examiners to do this important work.

Harry Hertz, Director of BNQP, told the Examiners that it has been a pleasure to work with all of them, as well as to work with the Program's partner the American Society for Quality (ASQ) and with the Baldrige staff. He honored ASQ staff member Peter Labonte, who will be moving to new responsibilities within ASQ, with a special certificate of appreciation for all he has done to support the Baldrige Program.

Hertz said Horst Schulze, a former CEO of The Ritz-Carlton who is now serving on the Baldrige Foundation, expressed his amazement at the dedication of the 500-plus Baldrige Examiners who are selected to serve as volunteers every year. Hertz said to the Examiners, "We are indebted to every one of you for the Program's success."

Hertz said that this has been a challenging year for the Program, with allegations that there have been ethical violations. Hertz noted that integrity has always been an essential part of the Program, which includes adhering strictly to our Code of Conduct and protecting the confidentiality of our applicants. He said BNQP has used the Criteria and its Core Values to turn this year's challenges into opportunities for further Program improvement. He said two major steps have been taken:

- (1) Challenges were discussed with the Board of Overseers at its December meeting, and the board validated the rules and ethics currently in place.
- (2) In February and March 2007, a Process Improvement Panel was convened to look at, among other things, the guidelines used to govern the Program and its Code of Conduct. Hertz said the panel, under the leadership of George Benson, held three in-depth meetings and is developing suggestions to further improve the Program. Hertz added that the panel includes an ethicist who had no prior ties to the Baldrige Program. The ethicist said the Baldrige Program was one of the most ethical programs that he has ever had an opportunity to study. Upon completion, the work of the panel will be made public.

Hertz concluded the Examiner Recognition Ceremony with a Spanish proverb: If you want to be respected, you must respect yourself. Hertz said the Baldrige Examiners, partners, and staff have earned that self-respect, and he thanks every one of them.

(See related article, "Award Process Improvement Panel Provides Feedback on Processes and Ethics," below.)

Update

Award Recipients Showcased at The Quest for Excellence® Conference



The Quest for Excellence XIX® Conference (QE XIX), held April 15–18 at the Hilton Washington in Washington, D.C., featured the 2006 Award recipients, Premier Inc. (in the service category); MESA Products, Inc. (in the small business category); and North Mississippi Medical Center (in the health care category). Nine hundred people attended the conference.

On Sunday afternoon, three preconference workshops, as well as meetings of the state and local quality award programs and the Baldrige Award Recipients' Consortium, were conducted.

The three days of the conference featured plenary, concurrent, and town hall sessions, as well as multiple networking opportunities. The plenary sessions included presentations from each recipient on its Organizational Profile, leadership system, and strategies for achieving excellence. Question-and-answer panels followed these presentations.

The concurrent sessions addressed Criteria Categories 2 through 6 and applying for the Baldrige Award. Attendees could track an Award recipient, track a Criteria Category, or both.

In addition to the 2006 Award recipients, former Award recipients presented special topics and participated in the town hall question-and-answer sessions organized by sector. Participating past Award recipients included Baptist Hospital, Inc.; Boeing Recipient Divisions; Bronson Methodist Hospital; Caterpillar Financial Services Corporation (U.S.); Community Consolidated School District 15; DynMcDermott Petroleum Operations Company; Jenks Public Schools; MEDRAD, Inc.; Park Place Lexus; Pearl River School District; Richland College; The Ritz-Carlton Hotel Company, L.L.C.; Saint Luke's Hospital of Kansas City; SSM Health Care; and Sunny Fresh Foods, Inc. Additionally, two 2006 site-visited nonprofit organizations—the City of Coral Springs, Florida, and the Department of Veterans Affairs (VA) Cooperative Studies Program, Clinical Research Pharmacy Coordinating Center—also presented special topics.

Roger Raber, President and CEO of the National Association of Corporate Directors, was the keynote speaker and addressed the topic “What Has Changed? Corporate Governance: Policies and Procedures.”

QE XIX was jointly sponsored by ASQ, the American Society for Training and Development (ASTD), and the National Institute of Standards and Technology (NIST)/Baldrige Program.

For those who missed a session—or the whole conference—the entire proceedings will be available online in May. The proceedings will be available free to conference attendees and for a fee to nonattendees. Please see the Baldrige Web site (www.baldrige.nist.gov) for more details.

The Quest for Excellence XX will be held April 22–25, 2008, at the Hilton Washington. Make your plans early! Come and celebrate our 20th anniversary!

Name Change Proposed for the Malcolm Baldrige National Quality Award

In January 2007, a branding study was commissioned to explore the need and then to identify a new name for the Malcolm Baldrige National Quality Award. Two online surveys were conducted to gather input from Examiners, Judges, Overseers, and others in the Baldrige community, as well as from a broad cross section of senior leaders and managers from outside the community. We thank all of you who provided input.

The data from the study, in combination with other inputs, have resulted in the name, “The Malcolm Baldrige Innovation, Quality, and Performance Excellence Award.” The Program believes this name, which will require Congressional approval, reflects the current views of organizational performance excellence and will position the Award for the future. It is the desire to have the new name in place for the 20th-anniversary celebration of the Award in 2008.

competitiveness

New Chair of the Board of Overseers Named

Secretary of Commerce Gutierrez has appointed John Friel to be Chair of the Baldrige National Quality Award Board of Overseers for 2007. John is the President and CEO of MEDRAD, Inc., a 2003 Baldrige manufacturing Award recipient. He was named “CEO of the Year” by the Pittsburgh Technology Council in 2003 and serves on the boards of several organizations, including the United Way of Allegheny County, the World Affairs Council of Pittsburgh, and the American Productivity & Quality Center. John has served on the Board of Overseers since 2005. We thank him for his ongoing service to the Baldrige Program.

Award Process Reminder

The deadline for submitting a 2007 Award Application Package in CD/PDF format is May 10, 2007, and the deadline for submitting paper copies is May 24, 2007. In addition, the Award Application Package now must include a proof of the mailing date. One option to fulfill this requirement is to send the package via a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or the United States Postal Service [USPS] Express Mail) that automatically records the mailing date. If the package is mailed through the USPS (via a service other than Express Mail), applicants must include a dated receipt from the post office in the package.

Award Process Improvement Panel Provides Feedback on Processes and Ethics

Based on feedback received by the Program, a panel was convened in January 2007 to recommend potential improvements to the Baldrige Award process in the following three areas:

1. Process improvements to enrich feedback provided to applicants
2. Potential changes to the current conflict of interest policy, specifically pertaining to applications from the organizations of Foundation Directors, Overseers, Judges, and Examiners
3. The continued assurance of equity and fairness in the evaluation of applications across different organizations and over time for repeat applicants

Members of the panel, which was facilitated by George Benson, Chair of the Baldrige Board of Overseers and President of the College of Charleston, included Archie Carroll, an ethicist from the University of Georgia; Amy Friedman, a current senior Examiner from Yale New Haven Hospital; Dean Hubbard, a long-time Baldrige Criteria user and President of Northwest Missouri State University; Ed Scott, Executive Vice President and Chief Financial Officer of Caterpillar Financial Services Corporation (a 2003 Award recipient); and Vicki Spagnol, an independent consultant and former Judge. The panel’s meetings were conducted over three conference calls.

The panel found that the Program’s overall practices are very effective; as desired, they did identify and recommend several refinements. These recommendations include clearly articulating the relationship between the Foundation and the Program on the BNQP Web site; sharing the prior year’s feedback report with the current year’s Examiner team (with the applicant’s consent); and recusing the Baldrige Program Director from Foundation meetings during discussions about solicitations for fundraising. The Program currently is considering these recommendations and, where applicable, discussing them with the Baldrige Foundation and the Board of Overseers. BNQP expects to implement many of the recommendations in the coming year.

Recent Ambassador Activity by Our Examiners

The following Examiners or former Examiners reported outreach efforts between early December and late March: Ray Eldridge, Kathie Gilbert, Shauna Roberts, Patricia Sullivan, Paul Webb, and John Werner.

In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach materials: Sue Alexander, Laurie Emerson, Julia Gabaldon, Paul Grizzell, Mike Strong, Linda Vincent, and John Vinyard. We thank all of these ambassadors for their outreach activities on behalf of the Program. If you have conducted outreach efforts and wish to be recognized, please report your activities to our Outreach and Communications Team via fax at (301) 948-3716 or via e-mail at nqp@nist.gov.

Update

BNQP Resources

2007 Slide Set, Webcast, and Frequently Asked Questions Now Available

The 2007 Examiners as Ambassadors Webcast and Slide Set are now available for downloading at www.baldrige.nist.gov/Outreach.htm. In addition, all Examiners who attend training in May 2007 will be given a CD containing the entire Webcast and Slide Set.

The following components are included as part of the Webcast and Slide Set:

- Examiners as Ambassadors Webcast: This Real Player presentation provides information about the role that Examiners play as ambassadors for BNQP. Real Player may be downloaded free of charge at the Web address provided above.
 - Slide Set: Twelve presentations are included. Each can be used “as is” and/or combined or tailored to create unique presentations for particular audiences. The PowerPoint presentations are Award Process, Criteria for Performance Excellence, Education Criteria for Performance Excellence, Health Care Criteria for Performance Excellence, Generic Criteria Overview, Key Excellence Indicators*, Program Impacts, Program Overview, Self-Assessment, Why Apply?, Nonprofit Category, and The Path to Excellence and Some Path-Building Tools.
 - Examiner Presentation Tracking Form: This faxable form helps us track Examiner presentations, as well as to gather feedback on the quality of our Slide Set materials.
 - Materials Available from the Baldrige National Quality Program
 - Instructions for Tailoring the 2007 BNQP Slide Set: Simple instructions are provided on how to tailor the presentations to meet the needs of a particular audience.
 - Frequently Asked Questions: Questions are categorized as background, applying for the Award, Award recipients, Board of Examiners, using the Criteria, senior leadership involvement, health care and education, the Malcolm Baldrige National Quality Award and ISO 9000, and miscellaneous. Questions are updated annually.
 - Letter of Introduction and Guidance for Using It: Guidance for locating Chambers of Commerce and Rotary Clubs within your area is provided. These groups are often looking for speakers and are a good audience. The letter introduces the Examiner and provides some background information on the Award. It can easily be tailored for approaching other groups.
- * The Key Excellence Indicators module provides examples of how Award recipients over the last three years demonstrate excellence. (Key Excellence Indicators for Award recipients from more than three years ago may be obtained by contacting the Baldrige Office.) Examiners may want to select various examples when preparing for a specific briefing or to emphasize examples from a particular sector or a particular Baldrige Criteria Category.

e-Baldrige Receives New Title

e-Baldrige, a resource to help organizations take the first step toward a Baldrige self-assessment and to familiarize themselves with the Organizational Profile, is being renamed *Easy Insight: Take a First Step Toward a Baldrige Self-Assessment*. The revised name is intended to be more descriptive of the intention of the resource as a first step and not a full assessment against the Criteria.

Easy Insight: Take a First Step Toward a Baldrige Self-Assessment helps an organization get started with a self-assessment and allows it to receive a comparison with other organizations who have taken the challenge.

Easy Insight helps an organization identify gaps and develop action plans to address opportunities for improvement. The resource is available for business/nonprofit, education, and health care organizations, respectively (www.baldrige.nist.gov/eBaldrige/Step_One.htm).

Planning for Upcoming Conferences and Meetings

2007 Improvement Day Being Planned

Improvement Day is scheduled for Wednesday, July 25, at NIST in Gaithersburg, Maryland, following the annual State and Local Program Workshop. In 2007, substantive changes have been made to both the Criteria and the Award process—this year's Improvement Day will give you an opportunity to comment on both, as well as on other elements of the Program.

As in past years, if you are unable to come to Gaithersburg for Improvement Day, you will be able to provide your input via a Web-based survey, e-mail, or regular mail. Directions for submitting comments via the Web survey, as well as information on e-mail or regular mail submissions, will be made available on the Baldrige Web site in late May.

2007 Workshop for State and Local Quality Award Programs Planned

On Monday and Tuesday, July 23–24, 2007, the Baldrige Program will host the annual Workshop for State and Local Quality Award Programs at NIST. The workshop has been scheduled to coincide with Improvement Day on Wednesday, July 25, to encourage attendance at both events. Wayne Tindle of the North Carolina Excellence Awards Program, Elizabeth Menzer of the Wisconsin Forward Award Program, and Carol Ganster-Fisher of the Lincoln Foundation for Performance Excellence (Illinois) compose this year's Workshop Planning Team. Two state award programs will be recognized for being homes to recipients of both their state award and the 2006 Baldrige Award:

North Carolina Awards for Excellence (Premier Inc., 2006)
The Oklahoma Quality Award (MESA Products, Inc., 2006)

In addition, North Mississippi Medical Center received its state award, the Mississippi Quality Award, in 2000. Congratulations to all of the 2006 Baldrige Award recipients on their outstanding achievements!

Questions may be addressed to the Workshop Planning Team members or to BNQP's Jacqueline Calhoun at (301) 975-2555 or Faith Harper at (301) 975-3515.

Baldrige Office On The Road

Upcoming events where the Baldrige Program will be exhibiting include ASQ's World Conference on Quality and Improvement in Orlando, Florida, April 30–May 2; ASTD's conference in Atlanta, Georgia, June 3–6; the Association of Collegiate Business Schools and Programs (ACBSP)'s annual conference in Orlando, Florida, June 29–July 2; the American Society of Association Executives (ASAE)'s conference in Chicago, Illinois, August 11–14; the National Association for Healthcare Quality (NAHQ)'s Education Conference in Boston, Massachusetts, September 9–12; the Association of Small Business Development Centers (ASBDC)'s conference in Denver, Colorado, September 16–19; the Association for Manufacturing Excellence (AME)'s annual conference in Chicago, Illinois, October 29–November 2; the National Quality in Education Conference (NQCE) in St. Louis, Missouri, November 11–13; and, finally, The Institute for Healthcare Improvement (IHI)'s National Forum on Quality Improvement in Health Care in Orlando, Florida, December 9–12. We hope to see you at these events!

Update

NIST/ASQ News

Robert Goehrig, who joined the Program in 2000, left BNQP on February 23, 2007, to join the City of Coral Springs, Florida, as the Budget and Strategic Planning Manager. During his BNQP tenure, Bob served on the Award Process Team and the Examiner and Staff Development Team. Over the years, Bob led multiple activities, including elements of the Award process, Examiner training, and Examiner selection. He was dedicated to ensuring that all members of the Baldrige family—recipients, Examiners, Judges, Overseers, ASQ, and associates of state and local award programs—were well served. We greatly appreciate his contributions to the Program and wish Bob the best in his new position. Good luck, Bob!

Doug Jones of the Outreach and Communications Team left on March 30, 2007. Although he was with us for only a year, Doug worked on various marketing and outreach efforts, as well as the 2006 Baldrige Award Ceremony and The Quest for Excellence XIX Conference. On April 2, 2007, Doug returned to his previous assignment within NIST in the Chemistry and Life Science Office of the Advanced Technology Program as a Biologist. We wish him continued success!

Baldrige Program staff once again earned the President's Award—the highest level of achievement—for their contributions to the **Combined Federal Campaign (CFC)**, a federally sponsored workplace charity campaign. The President's Award is given for achieving at least 75 percent employee participation in the CFC drive, which is conducted by Federal employees in their workplace each fall. The Baldrige Program has received the President's Award for the past several years.

Update The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

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